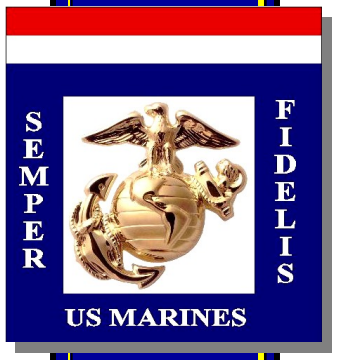
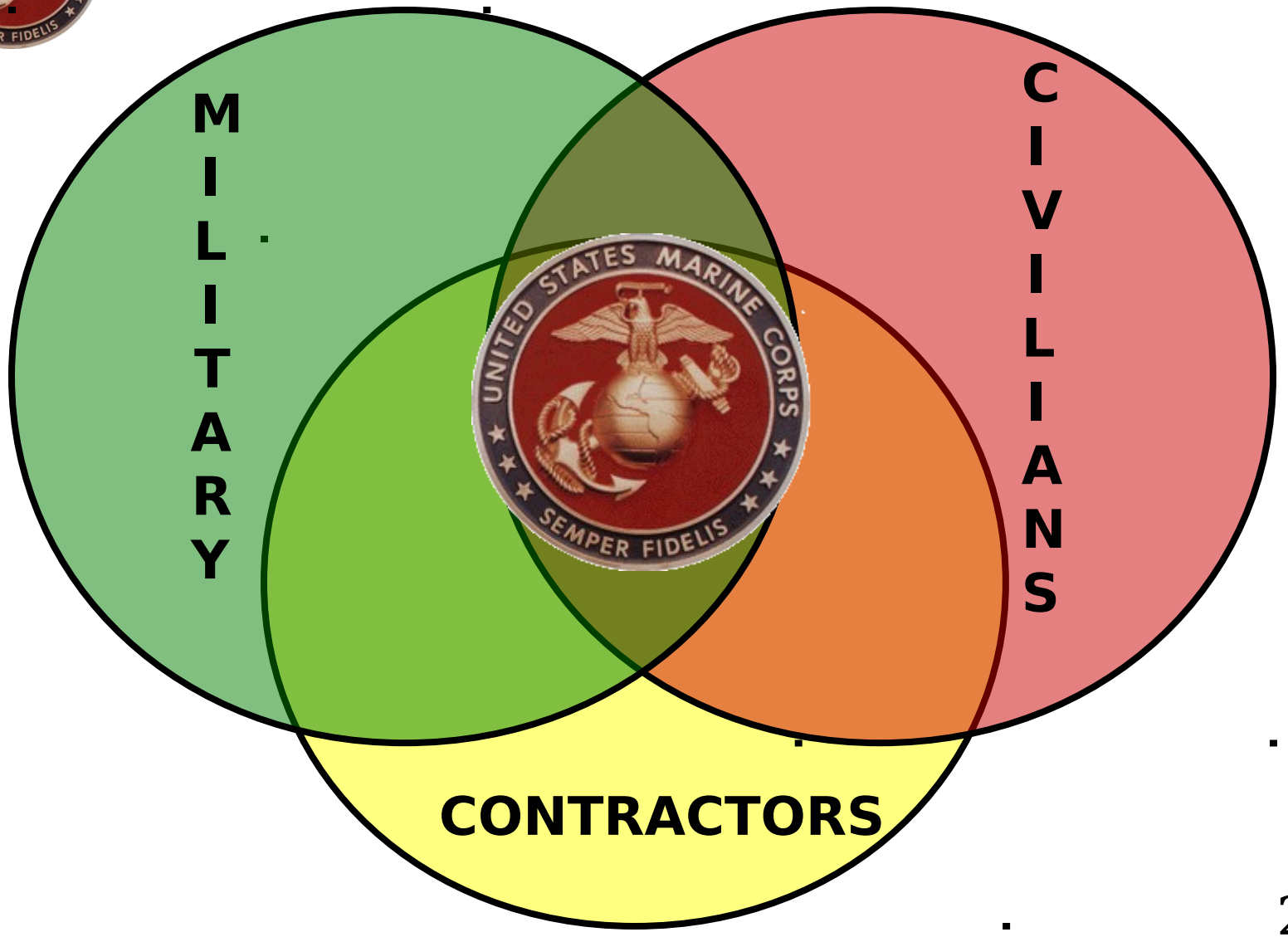


Headquarters Marine Corps Installations & Logistics Civilian PME

Mr. Mike Rhodes
Assistant Deputy Commandant for Manpower and Reserve Affairs

“Total Force”



Leadership Commitment

Our vision is to make the Marine Corps the employer of choice for a select group of civilians imbued with the Marine Corps values of honor, courage, and commitment. Through implementation of the Civilian Workforce Campaign Plan, we will not only define what the Marine Corps will offer its Civilian Marines, but what the Corps expects from them.

Gen M. W. Hagee, February 10, 2004 Senate Armed Service Committee

Military-Civilian Conversions

Bottom line

- Return Marines to the Operating Forces
- USMC required to execute an additional 1,372 Military-Civilian conversions in FY05
- Pulling Competitive Sourcing Working Group (CSWG), Inherently Governmental/Commercial Activities (IGCA) Coding, and Mil-Civ Conversions Working Group into a strategic “plan”

Background

- DoD goal 10,000 conversions FY04 & FY05

- PBD 712: USMC = 2,029 conversions for FY04
  - 647 currently planned for FY04
  - 1,372 new conversions (defer to FY05)

Concurrent Actions

- **NAS - admin billets study**
- **Fleet Assistance Program**
- **CSWG**
- **NAS – supply billet study**

Plan of Action

- Mil-Civ Conversion Working Group
  - Charter – ACMC signed
  - Data Call – 1 Mar
  - Data Analysis – Mar/Apr
  - WG meeting – Apr 26-28
  - Conference – May 4-6
  - MROC – May/June
- MROC oversight/approval (short & long range plan)
- Mil-Civ Conversion Processes
- Stakeholders/Advocates/OCCFld Sponsors
  - MARFOR, HQMC, LOGCOM, SYSCOM, MCCDC, MCRC

What is IGCA Inventory?

- **DoD directed* coding of all authorized manpower (active, reserve, and civilian)**
  - **Function**
  - **Manpower mix criteria**
    - **Inherently Governmental**
    - **Exempt from competition**
    - **Subject to review for divestiture or private sector performance**

***in compliance with Federal Agency Inventory Reform (FAIR) Act**

IG/CA "Results"

	Current (FY-03) Submission					FY-02 Submission			
Criteria Code	**Active**	**Reserve**	**Civilian**	**For Natl**		**Active**	**Reserve**	**Civilian**	**For Natl**
A - Military Operations	118,007	34,663				113,696	34,929		
B - Mil Spt Elements in Op Forces									
C - Civ Spt Elements in Op Forces									
D - Mil/Civ Wartime Designation	4,215					8,343		29	
E - Civilian Authority Direction & Control	180		3,217					2,715	
F - Military Unique Knowledge & Skills	8,781	135				15,089	376		
G - Esprit de Corps & Miltary Support	3,584		2,201			961		20	
H - Continuity of Infrastructure Ops	77							3,319	
I - Mil Augmentation of Infrastructure		2,314					2,429		
J - Civilian and Military Rotation	1,299					2,025		149	
K - Civ and Mil Career Progression	2,922					3,256			
L - Law, EO or Treaty			743	3,241				775	3,288
M - DoD Management Decision									
P - Pending Restructuring	1,900							84	
R - Subject to Review for Competition	2,966		7,418					8,576	
W - Non-Packageable Commercial Actvy			589						
X - Alternatives to A-76									
Total	**143,931**	**37,112**	**14,168**	**3,241**		**143,370**	**37,734**	**15,667**	**3,288**
Grand Total	**198,452**					**200,059**			

CSWG

- Chartered April 03 – Develop a strategic approach to competitive sourcing that's right for the Corps'
  - Return Marines to the operating forces
  - Operate the Supporting Establishment in the most efficient and effective manner

- MID-907 requires USMC to compete 3,000 FTEs

CSWG Approach

- Use core concepts to review manpower mix
- Define core functions/processes
- Define non-core, commercial processes
- Assess risks
- Identify competition/conversion candidates

COA Summary*

	COA 1	COA 2	COA 3
# Marines Realigned	300	900	4,200
# Civilian Competitions	2,600	2,800	2,900
Net Sustained Cash Flow **(Savings begin in FY 08, sustained savings are reached in FY 12).**	+$20M	$0M**	-$170M

***Numbers are approximate. Actuals will depend on detailed implementation plan TBD in coordinated with chain of command and on execution results.**

****Savings break even with costs in FY 12. Over the 6-year POM period an investment of as much as $40M is required to achieve COA.**

CSWG – Mil-Civ WG Interface

- Near-term (FY04/FY05) Convert 1,372 Marines -- primarily with FTE conversions
  - Standard A-76 18-24 months

- Out-year: COA2 + new initiatives
  - Identify competition candidates
  - Compete viable commercial functions
    - Larger functions with civilian component
  - Civ sub – gov't & suboptimal commercial functions

Workforce Demographics

- **Total Civil Service Employment***
  - DoD..... 661,879
  - USMC..... 13,594
- **SES Positions***
  - DoD..... 1,158
  - USMC..... 15
- **GS-14/15***
  - DoD..... 26,139
  - USMC..... 335

*U.S. Citizen/Appropriated Fund (APF)

Civilians as Compared to Active Duty

–DoD/Other Services – 1 Civilian for Every 2 Active Duty

–USMC – 1 Civilian Marine for Every 13 Marines

National Security Personnel System

- November 26, 2003

- National Defense Authorization Act (P.L. 108-136) provides for the National Security Personnel System (NSPS)

Why?

- DoD Mission Demands **Agility**
  - Increased Efficiency and Effectiveness
  - Quick and Decisive Action
- **Transformational Change** Needed
  - Broad range solutions vs. “Quick fixes”
- Performance is key
  - Compensation, rewards, promotions, and discipline **based on performance**
- Enhance DoD’s **ability to use civilian personnel** to accomplish its mission

Features / Tools

Pay Banding

- **Career groups and pay banding**
- Facilitates pay progression
- Provides for access to higher range of basic pay
- Permits more competitive recruitment of quality candidates at differing rates
- Accommodates broad range of occupations and missions
- **Creates assignment flexibility**

Other Flexibilities

- VERA and VSIP
- Highly Qualified Experts
- Reemployed Annuitants
- Student Loan Repayment

Recent DoD Action

- SecDef directed a 3-week strategic review of NSPS

- Six integrated teams of senior personnel with broad DoD, OPM & OMB participation and briefings by DHS and GAO.
  - Process
  - OIPT
  - Requirements
  - Personnel
  - Program
  - Communications

- “Where are we” letter to all civilian employees

Way Ahead

- Full **partnership with OPM**
- Mission-first but also employee-centric with broad **collaboration**
- Administrative Procedures Act (APA) for implementation of regulations
- Defense Acquisition Management model with spiral implementation approach
- DoD Governance through Senior Executive and OIPT
- Aggressive but **event-driven schedules**
- **Communicate**, communicate, communicate

Communication

"Open Letter"

APR-28-2004 11:52 P.01/01

APR 1 2004

An Open Letter to DoD's Civilian Employees:

The Department of Defense's civilian workforce is one of our country's most important national security assets. As we develop a process for designing and implementing the National Security Personnel System (NSPS), we want to ensure that all stakeholders in the new system -- including civilian employees, managers, and exclusive representatives -- have an opportunity to provide their thoughts, ideas, views and concerns.

The task before us is to design a transformed system for the Department's 700,000 civilian employees that supports our national security mission while treating workers fairly and protecting their rights. But the NSPS is a means to that end, not the end itself. Secretary Rumsfeld has directed the implementation of NSPS to be inclusive and comprehensive.

DoD teams are working closely with the Office of Personnel Management, the Office of Management and Budget, and the Government Accounting Office. These teams will develop a comprehensive design and implementation process that will be presented to the Department's senior leadership in April. After internal approval, we will discuss the approach with Congress.

We are determined to take the time necessary to do the job right. As we work to refine the NSPS, the procedures and concepts will likely change over time. During this period of collaboration, you will have a variety of means by which to get information about NSPS. In the near future, please take time to do one or several of the following:

- Tune in to DoD's internal news outlets, including Defenselink.mil and DefendAmerica.mil, featuring articles by the Armed Forces Press Service.
- Watch The Pentagon Channel or your local military television programming for announcements of upcoming "town hall" meetings and other Q&A sessions with DoD officials involved in NSPS design and development.
- Visit the NSPS website at **www.cpms.osd.mil/nsps** to receive the most recent and up-to-date information. The website also provides opportunity to offer comments and suggestions.

Be patient as the process is still being defined, but working together, we can make this a world-class system to support our world-class team of civilian employees at the Department of Defense. Thank you.

David S.C. Chu
Under Secretary of Defense for
Personnel & Readiness

Gordon England
Secretary of the Navy

PEO Announcement

NSPS PEO Announcement, 27 April 2004

Secretary of the Navy, Gordon England, announced on 27 April 2004 that a new Program Executive Office (PEO) is being created to design and implement the new National Security Personnel System (NSPS) for all of DoD. Creation of a robust, joint PEO for NSPS was one of the recommendations of a recent three-week review of the entire NSPS process that was conducted by personnel from OSD, the military services, and the DoD agencies. Secretary of Defense Rumsfeld approved the review's recommendations on April 13, 2004.

Mr. Pete Brown, currently the Executive Director of the Naval Sea Systems Command, has been appointed by Secretary England to head the new office as the Interim Program Executive Officer (PEO). Mr. Brown was one of the team leaders of the integrated process teams that were formed to conduct the three-week review of NSPS processes. He has been a program manager of complex systems and has considerable experience with various demonstration pilots in the labs and other commands that provide a solid baseline of experience for the development of NSPS. Mr. Brown will serve as the Interim PEO while a new Program Executive Officer (PEO) and Deputy Program Executive Officer (DPEO) are selected and hired over the next several weeks. The NSPS PEO reports directly to Secretary England, who reports to Secretary Rumsfeld.

Reporting to Mr. Brown will be Mr. David Snyder as the Interim Director of the Labor Relations and Appeals Process team and Mr. Bradley Bunn as the Interim Director of the Human Resources and Pay-for-Performance development team. Mr. Snyder comes to the NSPS PEO from being the Army Assistant G-1 for Civilian Personnel Policy; Mr. Bunn comes from the existing NSPS office in OSD (P&R). Mr. Bunn's staff will also become part of the new NSPS PEO. The PEO organization will receive additional personnel from throughout DoD over the next several weeks, and is expected to reach a size of more than 60 people.

One of the initial tasks of the PEO will be to formalize the processes and the collaboration that was recommended by the review teams to ensure that the final design of NSPS reflects the input from all stakeholders. Additional NSPS developments will be posted on the new NSPS web site at http://www.cpms.osd.mil/nsps as they occur.

Summary

- Revised design and implementation process started
- Meets full intent of Congress
- Full partnership with OPM
- Involvement of all stakeholders
- Event driven

For more information…

- NSPS website (www.cpms.osd.mil/nsps)
  - Central repository for NSPS info
  - 443,000 hits since Dec 1
  - 650 comments/feedback since Dec 1

NSPS

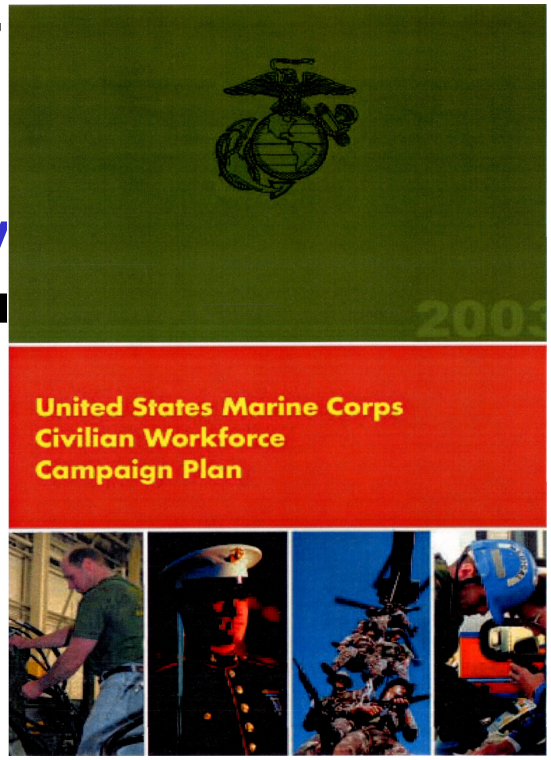
National Security Personnel System

Send Comments

- Secretary Rumsfeld has directed the design and implementation of the National Security Personnel System (NSPS) to be an inclusive and comprehensive process.
- In March 2004 a strategic review was conducted.
- For 3 weeks, this intensive study looked at how to develop the right process to develop NSPS.
- The result is the identification of processes that will involve extensive collaboration.
- **Mission First. People-centric. Broad Collaboration.**
- We are working with our key partners and stakeholders to develop a dynamic and flexible system that will make the Department of Defense the employer of choice for the federal government's civilian workforce for the 21st century.
- Links:
  - NSPS Program Executive Office Announcement - April 27, 2004
  - NSPS Design & Implementation Plan
  - Read the NSPS legislation
  - Open Letter to DoD Civilian Employees from Under Secretary of Defense (Personnel & Readiness) and the Secretary of the Navy

Civilian Workforce Campaign Plan

- **Enhanced management of Civilian Marine workforce**
  - ✓ **Marine Corps = "Employer of Choice."**
- **Campaign Plan**
  - ✓ **Acculturate and imbue Marine Corps v**
  - ✓ **Nurture, build, and grow Civilian Mari**
  - ✓ **Provide flexible career opportunities**
  - ✓ **Create leaders at all levels**
- **Civilian Marines - Phases**
  - ✓ **Recruit**
  - ✓ **Acculturate**
  - ✓ **Retain / Refresh**
  - ✓ **Separate / Celebrate**

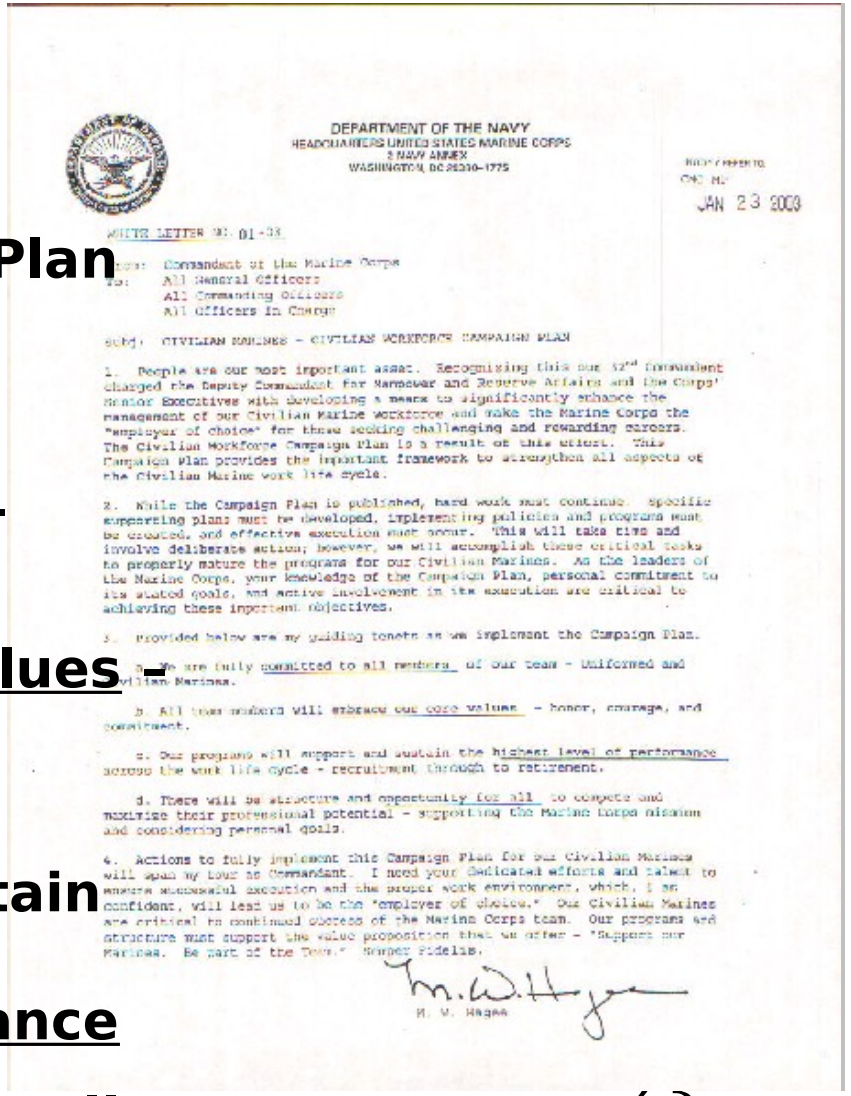


"Support our Marines. Be part of the Team."

CMC White Letter, Jan 27, 2003

- **White Letter No. 01-03**
  Subject: Civilian Marines – Civilian Workforce Campaign Plan

- **Guiding Tenets:**
  - **Committed to all members – Uniformed and Civilian**
  - **All will embrace our core values – honor, courage, and commitment**
  - **Programs will support / sustain the highest level of performance**
  - **There will be opportunity for all**



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:
CMC NO:
JAN 23 2003

WHITE LETTER NO: 01-03

FROM: Commandant of the Marine Corps
TO: All General Officers
All Commanding Officers
All Officers In Charge

SUBJ: CIVILIAN MARINES - CIVILIAN WORKFORCE CAMPAIGN PLAN

1. People are our most important asset. Recognizing this our 32nd Commandant charged the Deputy Commandant for Manpower and Reserve Affairs and the Corps' Senior Executives with developing a means to significantly enhance the management of our Civilian Marine workforce and make the Marine Corps the "employer of choice" for those seeking challenging and rewarding careers. The Civilian Workforce Campaign Plan is a result of this effort. This Campaign Plan provides the important framework to strengthen all aspects of the Civilian Marine work life cycle.

2. While the Campaign Plan is published, hard work must continue. Specific supporting plans must be developed, implementing policies and programs must be created, and effective execution must occur. This will take time and involve deliberate action; however, we will accomplish these critical tasks to properly mature the programs for our Civilian Marines. As the leaders of the Marine Corps, your knowledge of the Campaign Plan, personal commitment to its stated goals, and active involvement in the execution are critical to achieving these important objectives.

3. Provided below are my guiding tenets as we implement the Campaign Plan.

a. We are fully committed to all members of our team - Uniformed and Civilian Marines.

b. All team members will embrace our core values - honor, courage, and commitment.

c. Our programs will support and sustain the highest level of performance across the work life cycle - recruitment through to retirement.

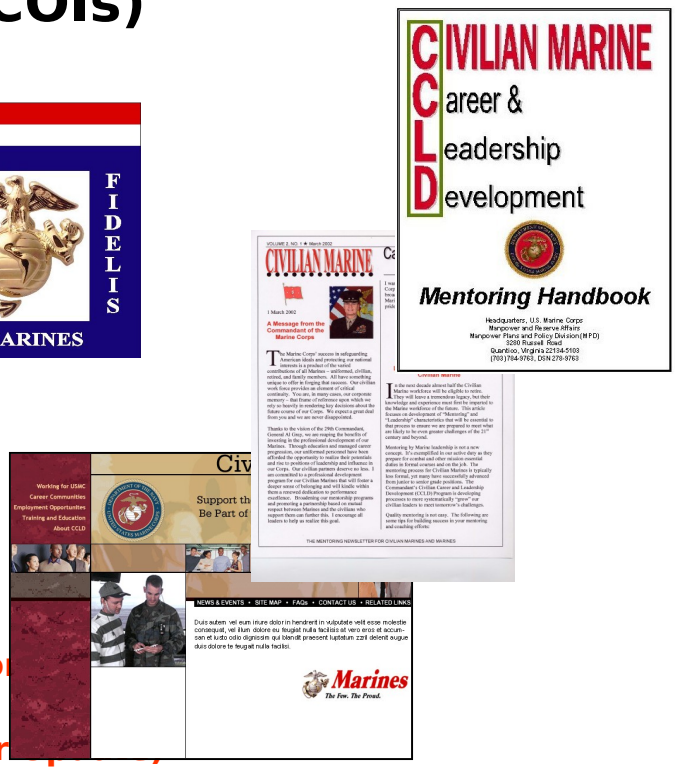
d. There will be structure and opportunity for all to compete and maximize their professional potential - supporting the Marine Corps mission and considering personal goals.

4. Actions to fully implement this Campaign Plan for our Civilian Marines will span my tour as Commandant. I need your dedicated efforts and talent to ensure successful execution and the proper work environment, which, I am confident, will lead us to be the "employer of choice." Our Civilian Marines are critical to continued success of the Marine Corps team. Our programs and structure must support the value proposition that we offer - "Support our Marines. Be part of the Team." Semper Fidelis.

M. W. HAGEE

USMC Initiatives

- 21 Communities of Interest (COIs)
- Leadership Development
- Mentoring Program
- Quarterly Newsletter
- USMC Civilian Service Pin
- Supervisor Training (re-look)
- Supervisor Reference Guide
- Employee Acculturation (in 4 mo
- Civilian Marines website (Winter



https://lnweb1.manpower.usmc.mil/CCLD/index.htm

COI Contacts

Community of Interest	COI Leader	COI Manager	MPC POC
1. Engineering & Science	Robert Hobart	Robert Hobart	Ahmad P. Moore
2. Acquisition Program Mgmt	Barry Dillon	Richard Bates	Ahmad P. Moore
3. IT Management	Debra Filippi	Chris Cannavaro	Tony Torres-Ramos
4. Logistics	Carla Liberatore	Susan Kinney	Anthony Parrish
5. Education & Training	Michael Bailey	Dr. Larry Blevins	Dollie McCormick
6. Contracts	Michael Mutty	Kathy Luhmann	Anthony Parrish
7. Human Resources	Michael Rhodes	Ann Marie Khinoo	Dollie McCormick
8. Financial	Charles Cook	James Polzin	Ahmad P. Moore
9. Legal	Peter Murphy	Bryan Wood	Anthony Parrish
10. Facilities	Paul Hubbell	Steve Vines	Anthony Parrish
11. Environmental	Paul Hubbell	Craig Sakai	Anthony Parrish
12. Administration	Al Washington	William Catsonis	Dollie McCormick
13. Community Support	Michael Downs	Janet Jaeger/Maureen Jillisky	Dollie McCormick
14. Analysts	Joseph Masciarelli	Vacant	Ahmad P. Moore
15. Intelligence	Michael Decker	Karin Dolan	Ahmad P. Moore
16. Federal Wage System	Robert Trammell	Gilbert Ward	Tony Torres-Ramos
17. Manufacturing & Production	Robert Trammell	Sandra Lemke	Tony Torres-Ramos
18. Medical	Al Washington	William Catsonis	Dollie McCormick
19. Security & Law Enforcement	Raymond Geoffroy	Steve Reese	Tony Torres-Ramos
20. Media & Public Relations	Al Washington	William Catsonis	Dollie McCormick
21. Safety & Occupational Health	Albert Lillibridge	Michael Thompson	Tony Torres-Ramos

Leadership Development

Program	Grades*	# Applicants	# Selected
USDAGS New Leader	GS 7-11	70	20
USDA Mid-level Exec LDP	GS 11-13	21	15
DoD Exec LDP	GS 12-13	16	6
Legislative Programs	GS 13-15	2	1
USDA Exec Potential	GS 13-15	4	3
DLAMP Class of 2002	GS 13-15	4	4
MIT Seminar XXI (DC Metro only)	GS 14-15	4	4

HQ funds Tuition, Travel and Per Diem (except DLAMP)

(*) *Grades refer to GS and equivalents*

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